Preface

The last 10 to 12 years has seen the spectacular rise of social media and online social networks, such as Twitter, Facebook, YouTube, Yammer, Google+ and LinkedIn. The use of these media is not only growing in terms of active users, but also in intensity of use. Especially since the introduction of smartphones and other mobile internet devices, using the social media is literally a ‘finger tap’ away. And although concerns about privacy and misuse of personal data may discourage certain users to engage in these media, the largest social media (Facebook, QQ and WhatsApp) are reporting active users numbers of between 700 and 1.400 million people. That is almost 1/5th of world population and roughly half of all people with an internet connection.

The role social media play in the social life of their users can hardly be overestimated. The way people express and present themselves on social media may be considered an inseparable part of their lifestyle and existence. Also in the professional context, the use of social media is developing. The ease of use of social media, their rapidly developing functionality and their mobile accessibility, make them an efficient tool for team communication and collaboration. Some organizations even redesigned their corporate intranets and knowledge sharing systems as social media. In part replacing top-down structuring of information by bottom up inputs, discussion, personal profiling and ad-hoc collaboration.

Given the importance of (team) collaboration and (stakeholder) communication in projects, it can be expected that social media also provide good opportunities for application in project teams and project management. However, the availability of documented experiences, research and ‘best practices’ of the use of social media in projects, is still quite limited. This book aims to contribute to the deliberate and effective use of social media in project management, by presenting the opportunities, barriers, technologies, limitations and experiences of social media in projects. The different chapters provide a diverse coverage of studies and applications from Europe, North America, South America, Africa and Asia.

READERSHIP

This book addresses first and foremost project management professionals that are responsible for organizing the communication within project teams and/or with external stakeholders. It is this group that is faced with the task to create an effective and efficient communication infrastructure for the projects they are involved with.

The responsibility for an effective communication infrastructure, however, also rests with project sponsors, PMO leaders and other stakeholders in the context of projects. The book therefore also aims to address these managers and executives.
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The third group this book addresses are educators and students in the field of business and project management. In order to prepare for the management of projects, students should already get accustomed to the communication infrastructure and tooling they will work with in their (future) profession.

Organization

This book is structured in four sections, with the following themes:

1. **The Opportunity of Social Media**
   In this section, four research based chapters will explore how the functionality offered by social media can be applied in project management processes and practices.

2. **The Human Factor and Social Media**
   In this section, three chapters present the effect of social media on (virtual) teams and teamwork.

3. **Tools and Technologies of Social Media**
   This section presents, in four chapters, an overview of technologies that can be applied to facilitate stakeholder communication and team collaboration in projects.

4. **Cases and Applications**
   This section presents, in five chapters, a range of empirical studies of projects that applied social media in their communication strategy and discusses the experiences in these cases.

5. **Conclusion**
   This section presents an overall reflection on the content of the chapters of the book by the editor. A second epilogue is provided by the Project Management Institute and describes the social media infrastructure that project management professionals can utilize to stay in touch with their peers and with the profession.

The next paragraphs provide a short introduction to each chapter.

Overview

As the book presents a diverse set of contributions, developed by almost 30 project management professionals and academics, it is felt necessary to provide a bird’s eye view of the contents of the chapters.

Section 1: The Opportunity of Social Media

**Chapter 1:** “Project Management 2.0: Towards the Renewal of the Discipline”. In this chapter, the author addresses the question why project managers would integrate social media in the communication in and around their projects. One the ‘why’ is clear, he describes a number of social media types that can be applied in projects and provides a roadmap for the integration of social media in project management.

**Chapter 2:** “Effects of Social Media on Project Management”. In this chapter, the author reports an explorative study into the potential application areas of social media within the project management subject groups of the ISO 21500 guideline. Next to the potential application areas, the author also explored the perceived barriers to social media use.

**Chapter 3:** “Social Media Use in Managing Project Communication”. In this chapter, the authors develop a framework that project managers can use in order to apply in social media to projects. The
chapter concludes that social media can improve organizational communications, especially so in the context of project management, and has an impact on the costs of a project. Important success factors in the use of social media are: affordability, trust and ease-of-use. If these factors have been met than social media technologies can provide a self-organization information network were workers can have: peer-to-peer sharing, content evaluation and push nature.

Chapter 4: “Social Media for Project Management”. In this chapter, the author explores how project managers can use social media tools. He describes a range of social media tools that can provide value in projects and provides practical implications and recommendations. The author concludes that “social media is here to stay” and that project managers should carefully research social media tools to determine their fit into the project and the organization itself.

Section 2: The Human Factor and Social Media

Chapter 5: “The Influence of Social Media on Teamwork Aspects”. This chapter reports a study into the perceived effect of the functionalities of social media on quality of teamwork. The author concludes that the use of social media has the potential to have a positive influence on the quality of teamwork in projects.

Chapter 6: “Investigating the Intention To Use Social Media Tools Within Virtual Project Teams”. In this chapter, the author reports a study into the intention to use social media within virtual project teams, using the Unified Theory of Acceptance and Use of Technology (UTAUT) model. The findings validate the findings of previous studies using the model and indicate the models suitability for further refinement in the virtual project team area and in virtual teams in general.

Chapter 7: “Barriers to Social Media Adoption on Projects”. In this chapter, the author, having authored a frequently cited book on social media in project management before, explores the reasons behind the lack of adoption of social media tools in a project environment. She discusses how project practitioners can overcome concerns about the lack of overall strategy, lack of senior management sponsorship, lack of a proven business case, security issues, information overload and the blurring of lines between professional and personal data online in order to realize the benefits of social and collaboration tools. The chapter concludes that social tools are a fundamental part of the current and future project management landscape and that ‘social’ should be intelligently incorporated into working practices in order to meet a need instead of being a response to outside trends.

Section 3: Tools and Technologies of Social Media

Chapter 8: “Analyzing the Landscape of Social Media”. This chapter describes the ‘landscape’ of social media and discusses the landscape from the perspectives of functionality, social media size and growth, geographical market position, generational differences and gender differences.

Chapter 9: “Social Media Use Within Project Teams”. This chapter gives practical recommendations about the social media tools and applications for use on projects. It introduces the reader to the most popular and widely used social media tools and provides considerations for the selection of the best tools to integrate in projects.

Chapter 10: “An Integrated Approach to Collaborative Learning in Projects”. In this chapter, the authors develop a social media and web 2.0 based architecture for knowledge management in order to
analyze how the web 2.0 technologies can support capturing, sharing and disseminating lessons learned in project management.

**Chapter 11: “Smart’ Project Management: Smartphone Apps for Project Management”**. This chapter reports an explorative study into the functionality of project management apps in the Google Play and Apple App stores. The authors analyze the apps according to type of functionality, project management processes supported, methodology/standard supported, topics covered, website support, languages supported, project roles supported, number of team members supported and number of projects supported.

**Section 4: Cases and Applications**

**Chapter 12: “Developing a Social Media Communication Plan: A Case Study of the Quicker Steps Project”**. Based upon the theories of communication, this chapter describes the development of a social media communications plan for the Quicker Steps project in Finland. The Quicker Steps project aimed to disseminate knowledge and best practices of the diverse cooperation and partnership solutions between higher education institutions and working life in Finland, Luxemburg, Austria and the United Kingdom. Next to describing the plan, this chapter also presents the result of a study into the effectiveness of the different communication channels.

**Chapter 13: “Projects Without Email, Is That Possible?”** This chapter describes the case of how ATOS designed and implemented a landscape of project communication that eliminated email and replaced it with unified communications and social media. The authors share their view on the implementation steps, experiences, change aspects and lessons learned.

**Chapter 14: “From Reactive to Proactive Use of Social Media in Emergency Response: A Critical Discussion of the Twitcident Project”**. This chapter reports a pilot project on the use of social media in the public safety sector. The authors discuss how social media, and in particular Twitter, could be used in the response room setting. The study concludes that the centralists had a hard time interpreting and validating social media data and linking them to other sources of information. This finding, however, does not mean that the use of social media data has to be abandoned. The authors conclude that the effective use of social media data requires a learning process.

**Chapter 15: “Using Twitter for Collaborative Student and Project Manager Learning”**. In this chapter, the authors discuss the evolving nature of project management education and in particular the development towards collaborative learning in order to enhance both the employability of students, and enabling managers to reflect on their own practice and understanding. They report their experiences in using Twitter in order to support for collaborative learning. The authors discuss their reflections and perspectives of the value and challenges in using Twitter for this type of endeavor, and present their view on the future implications for adopting the use of Twitter, and social media more broadly, for project teams.

**Chapter 16: “Social Media Applications Promote Constituent Involvement in Government Management”**. This chapter explores the use by local governments of social media applications to communicate with constituents and promote involvement in policy and project management activities. The authors provide a variety of examples from the local government context and discuss suggestions for the use of social media in government.
Section 5: Conclusion

**Chapter 17:** “Social Project Management?” In this conclusion, the editor of this book reflects upon the lessons that may be learned from this book. In three concise paragraphs, it discusses the common ground amongst the different contributions, the ‘takeaways’ from the book and the concept of ‘social project management’ as the future outlook on social media in project management.

**Chapter 18:** “Inside the Project Management Institute: Setting up Change Makers for Success Based on Social Connection”. In this contribution the authors, both employed the Project Management Institute (PMI), present how PMI utilizes popular social media platforms in order to better support project management practitioners, as well as create a robust virtual community. Through social media, PMI aims to create an environment in which project practitioners create, curate, and share strong value-added content, take part in well-informed discussions, and collaborate to seek effective solutions.

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